



2015 / 2016
ACTIVITY REPORT

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RABOT DUTILLEUL

An independent, family-run, and international property development and construction group, today, Rabot Dutilleul is one of the top 10 companies in the construction sector in France.

Established in 1920 in the Lille metropolitan area, the group has developed skills in complementary business lines that are connected to the world of construction, thereby achieving almost complete, end-to-end mastery of the entire property business.

Rabot Dutilleul fosters values that are based on the collective performance of its approx. 1,850 employees, and on the establishment of lasting relationships with its partners.

Present in France, Belgium, and Poland, the group is owned 85% by the Dutilleul family and 15% by its employees.

Cover image: Villa Cavrois, Croix (59)

Homage to a Mondrian painting, the cover picture represents one of the children's rooms in Villa Cavrois. This room stands out because its color and its ultra modern furniture, bed and lighting décor. For over 10 years, Rabot Dutilleul Construction has been renovating the Villa Cavrois, the architectural masterpiece by Robert Mallet-Stevens designed in the 1930s.

Property developer: Centre des Monuments Nationaux

Project manager: Michel Goutal

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INTERVIEW WITH FRANÇOIS DUTILLEUL Chairman of Rabot Dutilleul

What is your perspective on 2015?

In spite of a complicated external environment punctuated by price wars and ever-tightening client budgets, Rabot Dutilleul performed very well in 2015. The Group's revenue increased by 9% compared to 2014 under similar circumstances, and our operating income has almost doubled! It's a wonderful performance. The toughness and tenacity of the company's men and women paid off. I wish to congratulate all of our employees for this incredible success.

Does this amazing economic performance make you confident for 2016?

These results are encouraging, but we remain mobilized. Toward the end of 2015, our order books for construction are solid, and beyond 2016, we are benefiting from the greater visibility due to our activity. In regard to development, the indicators are positive for performance gains in 2016: a powerful operations portfolio, a favorable fiscal climate for new housing, and good market performance in the major cities where we operate. Rabot Dutilleul is committed to an effective continuous improvement process in its performances. But must we remain clear-headed and ask ourselves the same question: how do we improve? Working better, it's this ongoing desire to refuse to become comfortable in a process just because it has worked well in the past, but to always question our methods.

Energy transition, digitalization, emergence of the circular economy...: The building trade is experiencing an unprecedented revolution. Is Rabot Dutilleul ready for these new challenges?

The world is changing. So are construction processes, client expectations, and work methods. Far from being disturbed by this new order, we have analyzed and anticipated these significant changes. We have integrated them into our work methods, and we want to grasp the opportunity to strengthen our leadership standing. We have already seized upon the great transformations that affect our businesses: We are already measuring the positive efforts in BIM, in the industrialization process, new marketing practices, the use of the recycled resources... , and we will continue in this endeavor.

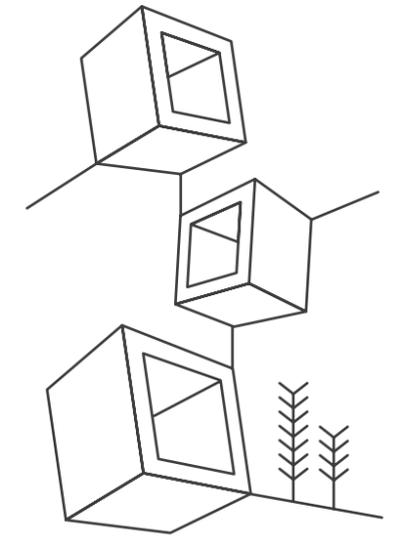
In what spirit do you approach 2016?

We are conquerors. We carry out this dynamic with daring, reactivity and with a fighting spirit. The group will be able to tackle the daunting challenges as they arise as it approaches its 100th year!

Kurkowa 14 and Dubois 41, Wrocław (Poland)

Kurkowa 14 residence (left) and the Dubois 41 office building (right) are two projects developed by Nacarat and built by RD bud.

Property developer: Nacarat
Architect: Macków Pracownia Projektowa

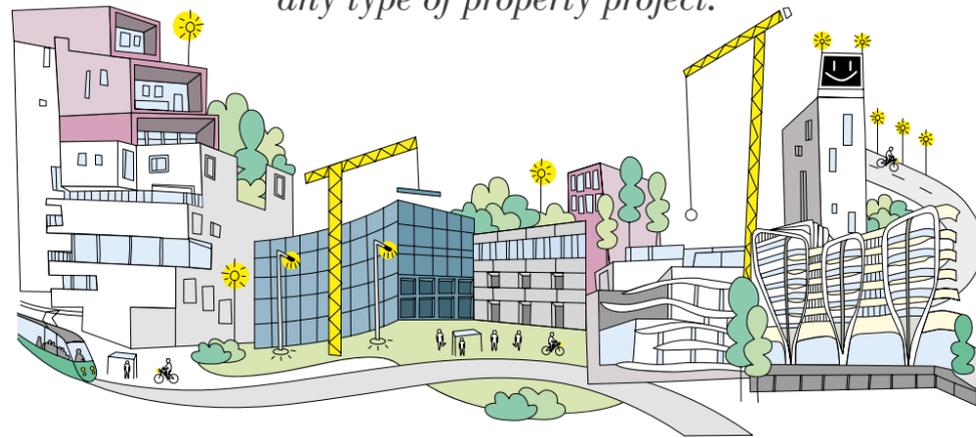


GROUP SPIRIT

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A PROPERTY DEVELOPMENT AND CONSTRUCTION GROUP

Strong brands in each of our trades allow us to plan and implement any type of property project.



Family shareholders (85%) Employee shareholders (15%)

Rabot Dutilleul Holding (100%)

Rabot Dutilleul Investissement

Property development

2015 turnover: €281 million
195 employees
Nacarat

Construction

FRANCE > 2015 turnover: €338 million / 1,236 employees
- Rabot Dutilleul Construction
- Stefco / Demouy⁽²⁾ / Norlit / iDéel / Rabot Dutilleul Partenariats
- Gérim
- Betsinor Composites
- Smart Module Concept (60%)⁽³⁾
- Pouchain (40%)⁽⁴⁾

BELGIUM > 2015 turnover: €137 million / 264 employees
- Les Entreprises Louis De Waele
- Simonis

POLAND > 2015 turnover: €36 million / 91 employees
- RD bud

Other shareholders :

⁽¹⁾30,8% : Crédit Agricole Nord de France

⁽²⁾22% : Demouy family

⁽³⁾40% : Founder-managers

⁽⁴⁾60% : Delepoulle family

Property development

NACARAT



A multi-disciplinary property development company, Nacarat has been cultivating its expertise in commercial property and residential property, as well as in the shaping of the urban landscape for over 30 years. Owned 70% by Rabot Dutilleul and 30% by Crédit Agricole Nord de France, Nacarat is well established in the main cities of France, as well as in Belgium and Poland. Setting the bar for sustainable cities, Nacarat's approach focuses on social and environmental responsibility.

Construction

RABOT DUTILLEUL CONSTRUCTION STEFCO - DEMOUY - NORLIT LOUIS DE WAELE - SIMONIS - RD BUD



Construction is the Group's core historical know-how. The requirements of public and private sector customers are met thanks to great engineering expertise, constant innovation, a sustainability strategy that goes far beyond regulatory obligations and the ability to successfully deliver general contracting or design-and-build projects. This broad range of know-how finds expression in both new-build and refurbishment projects.

Public-private partnerships and real-estate project management



As a specialist in public-private partnerships and real-estate project management, Rabot Dutilleul Partenariats provides public bodies and private investors alike with custom solutions for complex problems in terms of financing, technical design, operation of buildings, legal structuring, construction and maintenance.

Real estate development



As a company specialized in real estate development, iDéel provides diversified, innovative legal solutions that are adapted to the demands of developers with the help of the expertise of Rabot Dutilleul Construction and its design and implementation teams.

General contractor



Having been a general contractor for 40 years, Gérim has established itself as a specialist in delivering turnkey, design-and-build professional building projects for industrial and non-industrial SMEs, large French and international corporations, and developer/investors. Gérim performs new-builds or refurbishments for all types of building, whether industrial, retail or tertiary sector.

Competence in a range of technologies



An expert in energy-efficient buildings, Pouchain has a comprehensive range of energy-efficiency solutions (air-conditioning, heating, electrical installations) and its scope of services includes all of the technical installations involved in property development projects, whether new-builds, refurbishments or maintenance projects.

Facade elements



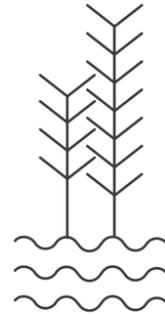
Betsinor Composites designs and manufactures architectural components for building façades with composite materials based on cement matrices. Light filtering, acoustic treatment, temperature control, etc.: Betsinor Composites develops innovative, high-performance solutions and exclusive processes.

Modular wooden constructions



Specialised in modular wooden constructions with the highest of architectural standards, Smart Module Concept has developed industrial construction processes that allow them to prefabricate three-dimensional modules in the workshop, thereby ensuring quality, on-time delivery, and fixed costs.

KEY DATES



2015 Plan for the transformation of the Rabot Dutilleul Group in order to anticipate new market needs: more complex projects, increased participation in engineering, and cost-efficiency measures.

2009 Expansion in Europe with the acquisition of Entreprises Louis De Waele, the leading construction company in Brussels. Property development brought under a single umbrella brand - Nacarat.

1997 Rabot Dutilleul pursues international development: the RD bud construction company is established in Poland, and the company sets out on a great venture with the implementation of three projects in Beirut, Lebanon.

1985 The company branches out from construction into property development.

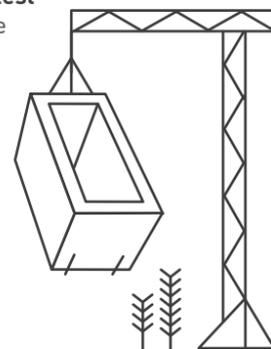


1980 The group enters the Parisian market and begins its international growth, starting with Algeria.

1970 Rabot Dutilleul enters the residential market, a fast-expanding sector.

1960 Development of Rabot Dutilleul in Nord-Pas de Calais: Construction of a new generation of factories, warehouses, logistics centres, offices, and supermarkets using the prestressed concrete prefabrication technique.

1945 Industrialisation of worksites, the first use of metal panels and pre-cast slabs, prefabrication, use of the first distribution crane invented by Potain etc. Rabot Dutilleul uses all the latest processes and technologies available at the time to improve productivity.



1920 Establishment of Rabot Dutilleul, a construction company founded by Henri Rabot and Barthélémy Dutilleul in the Lille metropolitan area. Across the whole of France, the young company builds factories, bridges, power stations and grain silos made of reinforced concrete, the most important construction innovation of the time.

KEY FIGURES

AS OF 12/31/2015

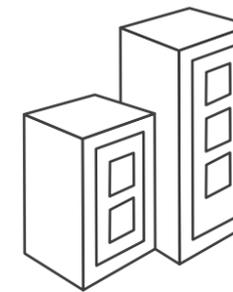


283,218 m²

of tertiary sector buildings delivered

340

employee shareholders



190

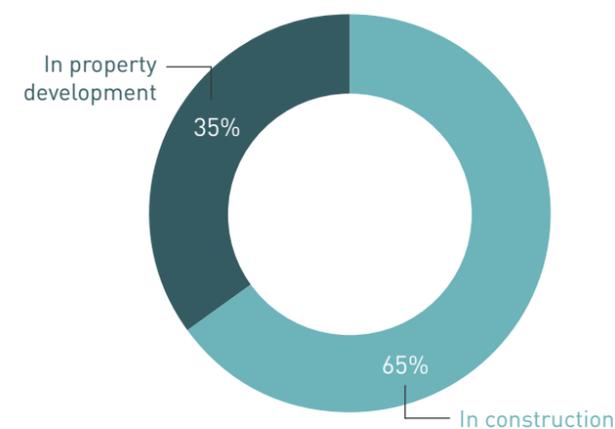
interns and apprentices

Residential construction represented

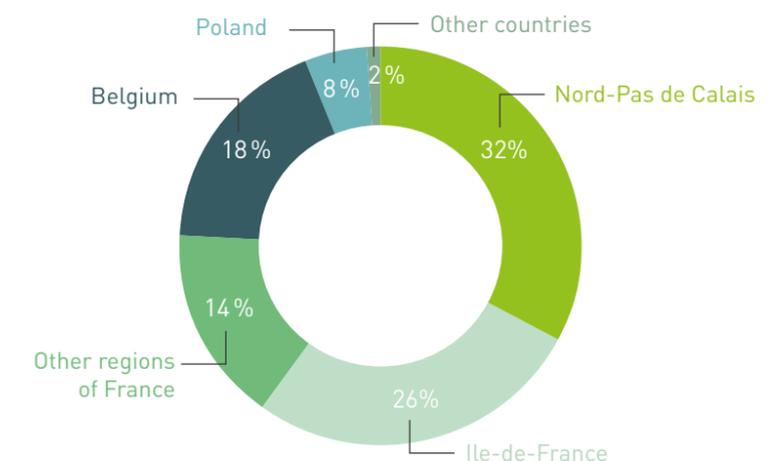
54%

of turnover

BREAKDOWN OF ACTIVITIES BY TRADE



BREAKDOWN OF ACTIVITIES BY LOCATION



* Source: "Le Moniteur" newspaper on 11/12/2015

GOVERNANCE AND LOCATIONS



TRIED AND TESTED CORPORATE GOVERNANCE

Rabot Dutilleul Holding determines the strategy for Rabot Dutilleul and the business areas to be focused on, and ensures that these decisions are implemented by the Board of Directors of Rabot Dutilleul Investissement. It relies on an advisory council made up of family shareholders and external advisers. The Board of Directors of Rabot Dutilleul Investissement, made up of **François Dutilleul** and **Gilles Dupont**, is charged with implementing the group's strategy and with its operational management. To help it steer the company and drive it forward, the Board of Directors relies on an Executive Committee made up of the Managing Directors of the main brands and the corporate divisions.

THE EXECUTIVE COMMITTEE:

1. François Dutilleul, Chairman of the Board of Directors of Rabot Dutilleul Investissement
2. Gilles Dupont, Chairman of Rabot Dutilleul Construction and member of the Board of Directors
3. Carole Catry, Secretary General representing and HR Director
4. Emeric de Foucauld, General Secretary for the group
5. Thomas Lierman, Deputy Managing Director of Nacarat
6. Xavier Huou, Deputy Managing Director of Rabot Dutilleul Construction
7. Rodrigue Lescaillet, Managing Director of Gérim
8. Olivier Lezies, Managing Director of Rabot Dutilleul Partenariats
9. Stéphane Dieleman, Managing Director of Entreprises Louis De Waelle
10. Eric Agnello, Managing Director of RD bud
11. Guillaume Aéliou, Managing Director of Betsinor Composites
12. Thibault Delepoulle, Chairman of Pouchain

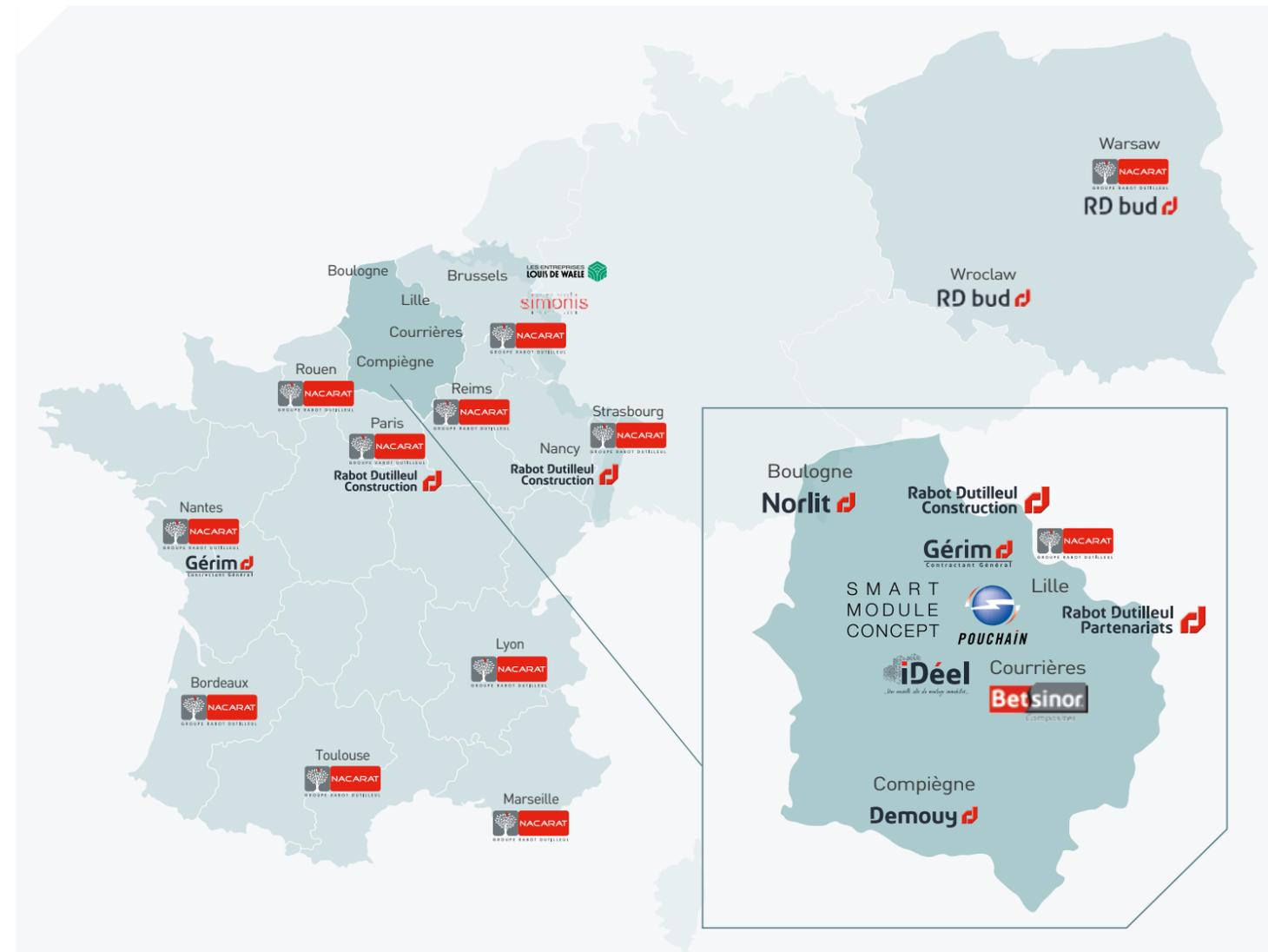
A PROACTIVE ORGANISATION

In order to ensure **cohesion and dynamic** cooperation between all companies in the group, Rabot Dutilleul has set up an efficient, reproducible organisational structure for each of its brands: a General Management Board supported by a Management Committee, an Engagement Committee, and a Board of Directors. In each of the brands, the Board of Directors is made up of professionals from other companies in the group in order to **encourage fruitful exchanges of opinions** and to provide the chance to **compare experiences**.

CROSS-BRAND FORUMS: AN OPPORTUNITY TO EXCHANGE IDEAS AND REFLECT TOGETHER

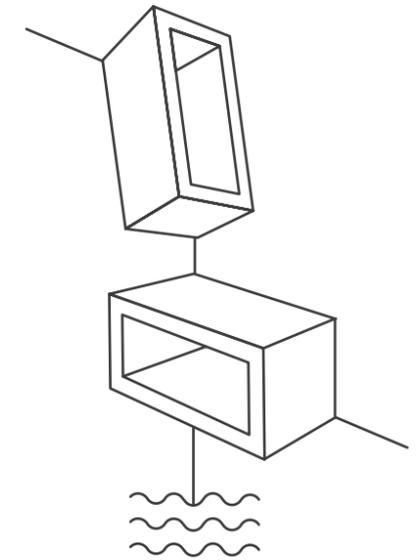
The "Rabot Clubs" allow the different group entities operating in the same territory to **exchange sales** and marketing information. Their aim is to encourage the sharing of information and contacts, the sharing of best practices, and to encourage new ideas on how to **gain new skills**.

BRANDS WITH A STRONG GEOGRAPHICAL FOCUS



Central kitchen, Lille (59)

Robot Dutilleul Construction is undertaking the design, construction, operation and maintenance of the future central kitchen on over 4,500m², where 15,000 school meals will be prepared every day.
Property developer: The City of Lille
Architects: G.O.-ARCHITECTES



MEMORABLE PROJECTS

Number projects in 2015:

120 in property development
168 constructions in France
42 constructions in Belgium
20 constructions in Poland



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**Marc Sanoner,
Rabot Dutilleul Construction:
The Monet**

"Our entire team, the Devilliers et Associés agency managing the projet, and Nacarat, the developer, share in the success of Monet (20,000 m² of office space in Plaine St Denis, home to the 2nd tertiary center of the Paris metropolis after La Défense). This team has made the choice for the collective interest, to be always in search for solutions... forward-thinkers who remembered that "it's by working together that we will make things better".

Director of the Ile-de-France agency

Construction: Nacarat / Rabot Dutilleul Construction
Developer: Nacarat
Architects: Agence Devilliers et Associés

**SIGNIFICANT
MOMENTS FROM
2015/2016
AS SEEN BY...**



**Grégoire Capelle,
Smart Module Concept:
Plant installation**

"We're finally here! This was my first thought when last summer, I saw the first production machinery on our site in Lomme. The implementation of the production line and recruiting of our workers, this is the culmination of a long-term project taking shape before our eyes. How proud we are today to hear the machinery churning and the workers setting the pace!".

Manager



© ZajDczkowski

**Eugène Houx,
Nacarat Polska:
Dubois 41**

"This multifunctional 7,500 m² building in Wroclaw (Poland), is home to business and service premises on the ground floor. The first tertiary property complex located on the Odra River, Dubois 41 stands apart from other office buildings by its vast glass balconies on each floor offering the occupants beautiful views of the river and the old city. With Dubois 41, we have distinguished ourselves by combining modern architecture with a historic urban fabric, all without disrupting the compact nature of the area".

Director of the agency

Construction: Nacarat / RD bud
Developer: Nacarat
Architects: Macków Pracownia Projektowa



**Hervé Demouy,
Demouy:
Conquering new territories**

"The goal for Demouy civil engineering in 2015 goal was to win the West. It has now been achieved! In early 2016, we won two contracts in Mûr-de-Bretagne, near Pontivy: the development of an electrical power transmission system and the construction of a gas insulated substation. With these initial successes, new horizons are opening up in front of us (interconnection between France and England, offshore wind generators...) on the West and Northwest coasts".

Executive Director



© Architecte(s) / Romain Viault

Bastien Demairé, Betsinor Composites : Skenet'eau

"Pride is the word that comes to mind when I think about Skenet'eau, the cultural centre of the city of Monéteau. The facades are covered in white Ductal® panels some of which measure over 7 meters high by 1.90 m wide.

Our teams enthusiastically overcame this challenge. The 9,000 retro-reflectors built into this XXL facade capture the city lights and offers a beautiful sparkling light show."

Sales engineer

Facade made by: Betsinor Composites
Developer: City of Monéteau (89)
Architects: Architecte(s)



© Construction21 France

Rodolphe Deborre, Rabot Dutilleul: The partnership with Construction21 France

"Rabot Dutilleul supports Construction21 France, a collaborative web platform with an information and case study portal available to construction professionals and to the sustainable city. This partnership with the building industry social media perfectly illustrates the transformation of our business: energy transition, digitalization and finally the emergence of the circular economy".

Sustainable development director



Jeremy Renaut, Rabot Dutilleul Partenariats: Archives of the department of Aisne

"In early 2016, Rabot Dutilleul Partenariats signed a 25-year public-private partnership contract for the funding, design, construction, servicing and maintenance of future Aisne department archives. Thanks to the perfect synergy between Rabot Dutilleul Partenariats and the Rabot Dutilleul Construction business services, we translated the requirements of the Aisne General Council into a winning proposal!"

Operations director

Construction : Rabot Dutilleul Partenariats and Rabot Dutilleul Construction
Developer: Aisne General Council
Architects : De Alzua+, Architectonic



Villeneuve-Saint-Georges housing

Sébastien Marciniak, Stefcó: To be the partner to social housing landlords in Ile-de-France

"Stefco's ambition is to become the leading builder of French social housing. With the start of the project for 113 housing units in Villeneuve-Saint-Georges for Expansiel Promotion, 72 housing units in Egly for I3F and 123 in Villepinte, regarding I3F, Stefcó is well on its way to meeting this challenge in Ile-de-France. I'm very optimistic. We have every chance of succeeding".

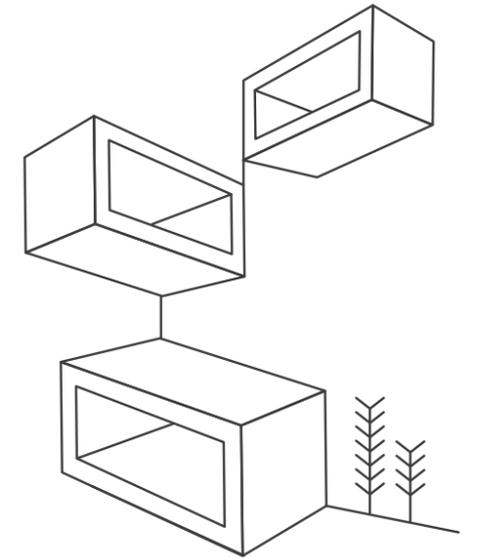
Operations director

Construction: Stefcó
Developer: Expansiel Promotion
Architects: Daquin & Ferrière Architecture

Le Toison d'Or, Brussels (Belgium)

In the heart of Brussels, the Toison d'Or building offers 46,000 m² of living and commercial space. This building's remarkable façades were constructed using glass fibre reinforced concrete by Betsinor Composites. They include 1,800 architectural curved elements reaching 4.5 meters high and 2.5 meters wide.

Developer: ProWinko
Architect: Jaspers-Eyers Architects / UN Studio



CONQUERING SPIRIT

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- 26 **Welcome to the offices of tomorrow**
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INTERNATIONAL MOBILIZATION

Large-scale sites, complex problems, technical challenges... Numerous ambitious international projects have mobilized the expertise and energy of Rabot Dutilleul.

They presented an opportunity to appreciate the synergy of the skills within the Group and to test the relevance of the methods put in place.

BETSINOR EXPORTS ITS FACADES TO LONDON

The Courrières company (62) exports its expertise while constantly positioning itself increasingly toward the top of the line. In order to better meet its business development, it has extended its production site and opened an office in London. In late September, production began of 6,000 m² of large panels made of mica flakes (up to 4.5 m²), to revamp the London Bridge Station, 3rd railway station of the capital. A major project that opens doors to others: residential, office spaces...



London Bridge Station, London (England)
Developer: Network Rail
Architects: Grimshaw Architects



POUCHAIN MAKES WATER FLOW IN QATAR

Started in October 2015, and headed up by Suez Environment and the Degremont group, the wastewater treatment plant near the capital city of Doha will serve 500,000 inhabitants. It is the pride of Pouchain which is responsible for the automation engineering.

The project was won in a highly competitive climate which required the greatest expertise in the field of management and control systems. Strategically speaking, this is yet another step toward exporting, after Jordan...

GÉRIM ON THE RISE IN GERMANY

In Stuttgart, GÉRIM managed the design and the construction of the new MBtech (Mercedes Benz Technologie) site: 10,000 m² industrial space, 10,000 m² office space and a 550-space metal/concrete parking structure and metal siding. Short deadlines, tight budgets that demanded technical alternatives, coordination with local partners... flexibility was essential to the ability to work well together.

The support of experts from Pouchain has been a wonderful resource to remedy the local player's failure in the electrical lot.



MBtech, Stuttgart (Germany)

The 20,000 m² of the industrial site were delivered late 2015. The (steel or concrete) building structures are embellished with a decorative metal siding, reminiscent of the sleek motor vehicles.
Developer: AKKA Technologies
Architects: Thales Architecture



RD BUD, A FLAIR FOR RETAIL IN POLAND

Serenada in Krakow, Arkadia in Warsaw, Posnania Poznan, Gdynia in Riviera... with over 10 projects to its credit, RD bud emerged in Poland as the specialist in commercial centers (new construction, renovation). These sites often come with complicated work conditions, such as Arkadia. The renovation of this prestigious commercial center, 5th in Europe with its 255 stores, proceeded at night in order to avoid interrupting commercial activity: a feat in construction site organization.

Serenada commercial center, Krakow (Poland)

70,000 m² surface area, 170 stores and outlets: the Serenada commercial center, built by RD bud will be finished in September 2017.
Developer: Mayland Real Estate
Architects: Atelier.com / Studio Architektoniczne

NEW WAYS TO BUILD AND TO SELL

Social housing, first-time home-ownership, rental investment... agility is more than ever needed to meet the diverse buyer profiles. The digital revolution changes everything: we not only embrace new ways of building, but also of practicing housing marketing.



"Les Villas Sérès", Chapelle d'Armentières (59)

The 22 houses in the 'Les Villas Seres' subdivision, produced by the Smart Module Concept factory, were brought in by special transportation and raised using cranes. Once delivered, everything is ready: painted, bathroom equipped with a vanity, bathtub, toilet... All that is left is to connect it to the utilities systems and to finish the exterior.
Developer: Nacarat - Architects: AKT 3 Architecture

WHEN INDUSTRY AND CONSTRUCTION MEET

Construction costs have more than doubled in the past 15 years. In order to control cost and turnaround, while keeping a quality and sustainability-driven perspective in line with its vision, the Rabot Dutilleul Group began to industrialize the production of construction parts: Wood-frame modules assembled in-factory, technical networks... In 2016, Smart Module Concept produces and delivers, for Nacarat, "move-in ready" modular homes to Chapelle d'Armentières.

IDÉEL: WELL SUPPORTED PROJECTS

In July 2015, Rabot Dutilleul Construction created a framework dedicated to operations structuring in order complete its construction/renovation offerings. The iDéel approach is to offer diversified innovative and customized legal solutions catering to the needs of property developers. Any financial risk linked to real estate cost is therefore avoided. 8 months after its launch, iDéel has already signed a VEFA (sale on completion) for Maisons et Cités in Annoeulin.

46 housing units in Annoeulin signed by iDéel (59)

Designed by the architectural firm Paindavoine Parmentier, these VEFA housings will be constructed by Rabot Dutilleul Construction. Special feature: the project is already Cerqual Habitat & Environnement certified.
Investor: Maisons et Cités - Architects: Paindavoine Parmentier



Parc Schlumberger in Uccle (Belgium)

Developer: Nacarat - Construction: Les Entreprises Louis De Waele
Architects: DDS & Partners

NACAR'IMMO: THE "BOOKING.COM" OF THE NACARAT RESIDENTIAL OFFERING

Starting from the premise that more than half of Nacarat real estate purchases is for tax exemption purposes, Nacarat developed a web site to provide an answer suited to the needs of investors and the expectations of advisors (asset management advisors, banking partners, tax attorneys,...).

Nacarimmo.com offers privileged access to national residential offerings ranging from a studio to 5-room residence, without forgetting a house, a very popular product. The range of products (including primary residences) generates a varied and multi-tax offering (Pinel legislation, LMNP* seniors or students, divided ownership...). While highlighting profitability and ability to pre-book online.



Tony Gaydu, Director of outside sales and Nacarat networks

"Nacarat has true expertise. Nacarimmo.com will share its expertise with its partners: certified accountants, banking partners, tax attorneys, insurance agents..."

Moving toward the uberization of real estate?

Media, health, business, education, travel, but also real estate... the flood of digital tools and technologies are turning all economic activities on their heads. Attentive to these paradigm changes and measuring their impact, the Rabot Dutilleul group leads the way: increased use of digital technology, multichannel and always more personalized sales strategy, partnerships with new players in innovation...

4,937
housing delivered in 2015 (all companies combined)

EXPERT RENOVATIONS

The renovation market is particularly promising due to an aging housing stock and the energy transition issues in the construction industry. Rabot Dutilleul sets itself apart by its mastery of this type of work requiring strong expertise that must sometimes be conducted in already occupied sites.



La résidence Cond'Or, Brussels (Belgium)
Developer: SFI Invest - Architects: Jaspers - Eyers

RENOVATIONS XXL IN BELGIUM

Giving new life to buildings of exceptional significance is one of the Louis De Waele company's specialties. Reactivity, creativity... the builder's ability to be involved upstream of the developers is proving to be a golden asset.

- Nieuwe Molens: near the historic centre of Ghent, a former flour mill is converted into a multipurpose complex (51 apartments, shops and garages).
- Résidence Cond'Or: in Brussels over the prestigious Toison d'Or shopping center, 7 floors of offices are transformed into luxury apartments with the addition of 3 floors.
- Le Chambon: near the Grand Place in Brussels, the vast horseshoe-shaped complex is renovated: no less than 50,000 m², it boasts a hotel, luxury accommodations, student lodging, offices, shops and parking.

PIERRE-GILLES DE GENNES INSTITUTE: TECHNICAL CHALLENGES FOR THE WORLD'S FIRST CENTER FOR MICROFLUIDICS

In the 5th arrondissement in Paris, The IPGG (Institut Pierre-Gilles de Gennes) is now home to a research center that is unique in the world, dedicated to microfluidics: 5,900 m², 11 levels, meeting rooms, labs, an amphitheatre...

The complete renovation of the building, which once housed offices, required many hours of working with design departments: structural reinforcement to go from 250 kg/m²- to 450 kg/m², insulation problems, architectural synthesis...

“ @Elysée  I wanted to inaugurate the premises of the Pierre-Gilles de Gennes Institute to honor the excellence of French research. ”

François Hollande,
President of the Republic,
03/14/2016, #DirectPR

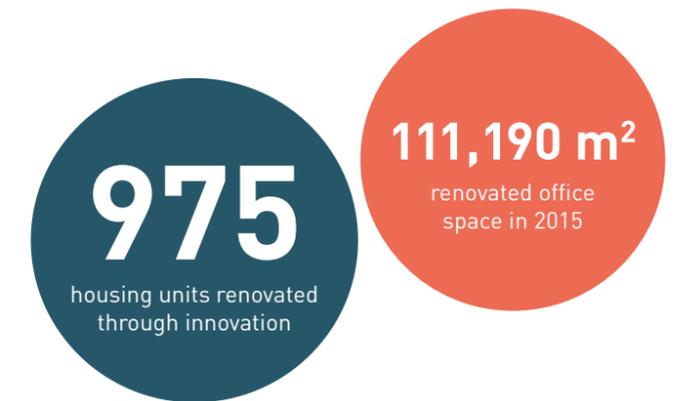
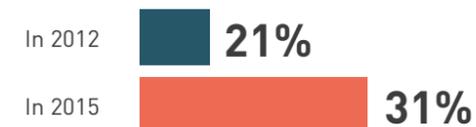


20 Boétie, Paris (75)

Renovate rather than build: Nacarat has converted "20 Boétie", built in 1920, into an office building. It is one of the first high environmental quality Haussmann offices buildings in Paris.
Developer: Nacarat - investor: Monceau Assurance - Architects: Ateliers 234

© Y. Soutabaille

RENOVATION RATE IN THE CA



RENOVATE, EVEN IN OCCUPIED SITES

Rabot Dutilleul Construction has become a major player in the renovation of occupied sites in the Nord-Pas de Calais-Picardie.

This activity, which did not exist 5 years ago, develops with the commitment by property owners to ensure the thermal renovation of their existing E, F, G classified properties before 2020.

In contrast to new construction, these operations must take the current inhabitants into consideration. On October 2015, the Agence de l'Est, in turn, launched into this activity with the renovation of 315 housing units in Villers-lès-Nancy (54).

"KITTING": JUST IN TIME, JUST WHAT IS NEEDED

Inspired by the Lean management process which is designed to optimize costs and methods at each step of a process, kitting was first used for renovation.

Waller, near Valenciennes, experimented with this for the renovation of 74 social housing units, its purpose is to better organize and optimize site supply.

Only the materials needed on the site are delivered when they are needed: no more storage, and with a greater cost and turnaround control.

WELCOME TO THE OFFICES OF TOMORROW

Office life is changing. No more closed spaces, today the trend is open space, to be in tune with the new, more flexible ways of working. Rabot Dutilleul demonstrates its expertise in this field by accompanying users, working with space modularity, anticipating, even using reversibility, a parking structure transforming for example into an office.



Halle Freyssinet, Paris (75)
Developer: Xavier Niel (SDECN) - Architects : Wilmotte & Associés



© D. Boulahia

THE HALLE FREYSSINET, FUTURE VESSEL FOR START-UPS

Welcome to the future engine of French digital entrepreneurship! In Paris (13th), Rabot Dutilleul Construction has renovated a former railway station built in 1927 by Eugène Freyssinet: 300 m long, 60 m wide. This huge project, funded by Xavier Niel, aims to create the largest incubator for start-ups in the world. Very short deadlines for this metal frame construction, and a large project that is the pride and joy of our ambitious teams.

Start-ups and new energies

Rabot Dutilleul is linking itself ever more tightly to startups: request for proposals (TIA 'city of tomorrow'), support for French Tech development, ADICODE® (Innovation and the CODEsign workshops), and most recently, partnerships with Village by CA in Reims and Lille.



Solaris, Lens (62)
Developer: Nacarat in co-development with Carré Constructeur
Architect: Saison Menu

© M. Dunet

NACARAT AND THE JOY OF WORKING

Whether dealing with headquarters, regional back offices, multifunctional areas, business parks...downtown and the surrounding areas, Nacarat serves the offices of the future by placing the welfare of its users at the heart of its approach.

- In Lens, in the spirit of the EuraLens centrality program, near the railway station, the Solaris building was finished. Developed in consultation with its occupants, the workspaces won the real estate business award given by out FPI Nord.
- In Plaine Saint-Denis, the Monet offers 20,600 m² of flexible modular work spaces spread over 4 buildings and connected by transparent walkways, with a view on the patio.
- In Wroclaw in Poland, the 7,500m² Dubois 41 was inaugurated on the shore of the Odra River, near the Kurkowa 14 residences. This Nacarat/RD bud construction with clean lines and beautiful terraces demonstrates the revival of the area.



In keeping with the contemporary vision of what an office building should be, large terraces were added to the Solaris building in Lens. These are able accommodate corporate events or even serve as meeting spaces during summer.



Manuel Laplace,
business real estate
manager, Nacarat

“Nacarat’s vision of the office of the future? To draw inspiration from the “Great Place to Work” approach in order to offer users a pleasant working environment where it is good work. Flexible offices, friendly shared spaces, creativity rooms, business concierge. everything is focused on the employee’s well-being, serenity and satisfaction.”

NO TECHNICALITY WITHOUT ECO-RESPONSIBILITY

Building while thinking of the quality of life of each person is, and has always been at the heart of Rabot Dutilleul: beautiful places... that are also good to live and work in! This is the perspective in which innovative construction methods and eco-responsible materials have a place.



New glass exterior, ventilation by solar chimney, offices taking advantage of natural light... The headquarters of Rabot Dutilleul Construction in Wasquehal (59) has given itself an energy facelift.

RABOT DUTILLEUL CONSTRUCTION'S HEADQUARTER ECO-ECONOMICS

Reflecting its commitment to the environment; Rabot Dutilleul Construction has undertaken an exemplary energy renovation for its Wasquehal headquarters. Our goal? To ensure greater well-being to some 200 employees and reduce CO2 emissions by 50%, by certifying the building as BBC tertiary renovation.

The builder called upon the expertise of Pouchain, Effipilot (to manage and optimize its consumption), and Canopée Conseil, a consultant firm in eco-economics.

This concept, for which Emmanuel Druon (Pocheo) appointed himself the ambassador, is the spearhead of an initiative inviting companies to rely on ecology to increase their competitiveness (process, building, energy management).



The One, Brussels (Belgium)
Developer: Brussels Europa - Architects : Buro II & Archi + I

RECYCLED CONCRETE FOR DECATHLON MEGA-WAREHOUSES

In Lompret (59), Decathlon entrusted GÉRIM with the construction of its regional logistics center consisting of five 6,000m² concrete and lumber cells. In addition to these 30,000 m², 100% wood offices are added.

In partnership with the Carrières du Boulonnais, the general contractor implemented an innovative recycled concrete initiative for the interior office flooring.

This alternative concrete uses granules from industrial blast furnace waste from the local metallurgy plants.



900 m² tiling, 130 m³ recycled poured concrete.
Developer: Decathlon - Architect: Agence A

THE ONE AND ITS "UP AND DOWN" SITES

Louis de Waele undertook, For Atenor, the construction of "The One", the iconic Tower in the heart of the European district of Brussels: 103 m high for dynamic mixed uses, with offices, residences and shops.

Two sites are superimposed simultaneously. One advances upward building the floors, the other moves downward to build the parking structure.

The extra cost of work and expertise is offset by the speed of construction: 4 months in time saved.

70 000 kWh Monet's wonderful energy!

HQE construction to be delivered to the SNCF in September 2015, the Monet office building on Plaine St Denis is host to nearly 600 m² of solar panels on the roof. Estimated at 70,000 kWh, the generated electricity is redistributed into the public network.



Christelle Schmid,
Development,
Carrières du Boulonnais

"All the technical specifications have been reached: compressive strength, workability..." This recycled concrete has a future in relation to circular economy and sustainable development processes.

THE CHALLENGES OF THE DIGITAL

The increase in construction costs weighs heavily on the construction industry. In this context, Rabot Dutilleul takes stock of the digital revolution. BIM, 3D printing, construction industrialization... other ways to work better together, all of which suggest productivity gains.



BIM GIVES A BOOST TO COLLABORATIVE WORK

Digital modeling continues its deployment on Rabot Dutilleul Construction worksites and design offices (all trades designs, fluids, structures and methods...).

The CentraleSupélec engineering science school in Paris, a first "full BIM" mode project, demonstrated the relevance of this collaborative tool, facilitating development between two players in the project (architects, structural construction and all technical trades) around shared digital models.

Aren'ice, the future national ice hockey center in Cergy-Pontoise has also been prefigured in 3D, which allowed the modeling of the structural construction and the lumber-concrete interactions.



L'Aren'ice, Cergy-Pontoise (95)
Aren'ice is adorned with a 600 ton metal frame. 3D architectural synthesis has greatly facilitated the task of validating complex interfaces between the frame and the concrete works. In the end, the weight of the frame was lightened by 15%.
Developer: Communauté d'agglomération de Cergy-Pontoise architects: Chabanne et Partenaires



In its plans located near Port de Lille, Smart Module Concept will produce 300 modules in 2016

INDUSTRY 4.0 MOVING FORWARD WITH SMART MODULE CONCEPT

With a production line worthy of the automotive industry, Smart Module Concept started its modular construction business in a 14,000 m² building in Port de Lille. The blending of industrial methods with 3D modeling is instrumental in producing and managing projects with great flexibility, including architectural.

The company is optimistic about the future: 300 modules to produce in 2016 and a promising order book: offices, housing for social landlords and soon a school...

YAMMER, HIGHLY SHARED GROUP TOOL

Yammer is the company social network for the Rabot Dutilleul group. Operating a little like Facebook, it is the go-to interface to instantly share information, ask questions, gather employees around topics or joint projects.

The usage rate is rising steadily: 450 employees (over 1,000 employees working on PCs) were already on the network in early 2016.



3D PRINTING, PROJECTS ALREADY UNDERWAY

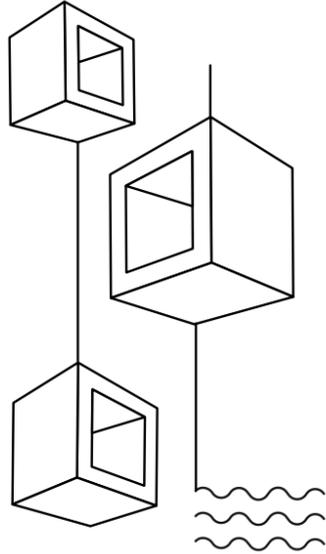
3D printing, by successive layering of materials, is revolutionizing construction: the structural work is performed on-site, parts are prefabricated in a workshop ...

Being aware of these developments, the Rabot Dutilleul group has already positioned itself with its Construction 3D start-up on the basis of a tender from the Region Nord-Pas de Calais. Its engineers are also working on building a 3D model of a workshop using recycled materials.



Antoine Rocco, deputy director general of Rabot Dutilleul Construction

3D printing will revolutionize structural work and the subtrades. The combination of robotization and new materials is going to change the face of the workers.

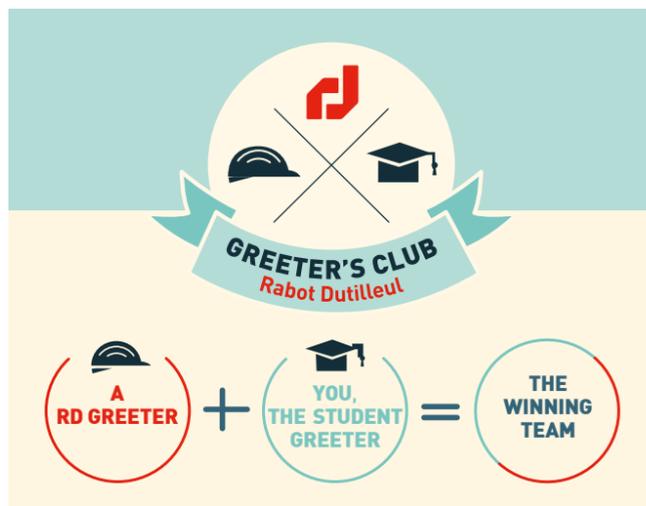


TEAM SPIRIT

34 The energy to learn and progress
38 Meaningful initiatives

THE ENERGY TO LEARN AND PROGRESS

The most innovative practices are effective only if they are well adopted by employees. Corporate values are only shared if they are well communicated. More than ever, the Rabot Dutilleul HR policy focuses on the transmission of knowledge.



ACTIVE RELATIONSHIPS WITH SCHOOLS

Participation in trade forums, construction sites visits, presence on the college or university boards, round tables, courses provided by employees, sports sponsorship, RD Boost challenge ...the group spares no effort to meet future graduates and to raise awareness of jobs and opportunities. Latest initiative launched toward the end of 2015: the "Greeter's Club". Goal? Pair students up with employees to carry out joint activities in schools or in the group's companies.

THE FUTURE IS NOW!

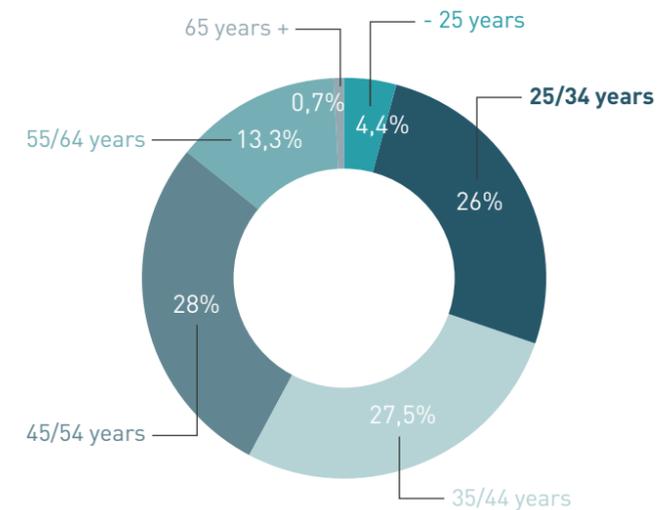


Carole Catry,
Director
of Human Resources

“ Our trades are evolving; our methods must evolve as well. It's up to us to ensure the transmission of knowledge through training, inside mobility and the support of our employees' career paths. ”

NEW PROFESSION, NEW WAY TO RECRUIT!

By using the recruitment by simulation method, Smart Module Concept is doing all it can to "give everyone a chance". No need for a resume, or even experience. Tests co-designed with Pôle Emploi allow as a first step to assess skills (dexterity, logic, 3D playback, editing, etc.). Successful applicants then follow three months of training on-site, within the modular construction company. Motivation and soft skills do the rest.



GENERATION CONTRACT: PLANNING AHEAD TO ORGANIZE A SMOOTH SUCCESSION

Sustainable integration of young people, retention of older workers and transmission of knowledge and skills are the key actions according to the generation contract signed in October 2015 with the unions. What's new in this second agreement? The organization of the transfer of expertise and the development of mentoring in order to ensure succession!

With 41% of employees being between 45 and 64 years of age, Rabot Dutilleul is engaged in the organization of the transmission of knowledge between seniors and juniors.

PURSUIT OF THE DISABILITY INITIATIVE

A new disability action plan was signed in 2015. The endeavors that have been undertaken will continue: awareness, Handiweek event, 'handi-friendly' employment offers...

The new area of improvement, are the encouragement of responsible purchasing using, as much as possible ESAT services (centres providing care through employment) and sheltered workshops. Another simple and supportive approach that always mobilizes employees as well: collection of plastic bottle caps for the Bouchons d'Amour Association.



© M. Dunet

BUILDING "BÂTIMENTS SANTÉ POSITIVE®" [positive health buildings]

Suzanne Déoux, doctor of medicine, consultant in building health environment, health must modify the vision of the act of construction to be more thoughtful throughout all the phases of a project. In early 2016, nearly 30 group employees have received training provided by the healthy habitat consultant (issues and understanding of the concept of a building's health footprint, recommendations).

“ It is an ethical emergency and a responsibility to produce positive health buildings! ”

Suzanne Déoux,
doctor of medicine,
French expert
in healthy habitat.



© X. Mouton

MOBILE SCAFFOLDING: THE BEST IDEA COMBINING SAFETY AND PRACTICALITY

In order to renovate the Schramm barracks at Arras in 2015, the Rabet Dutilleul Construction work teams created a mobile scaffolding for the rehabilitation of facades. Rather than installing 280 linear meters of scaffolding, they designed a rail structure that moves easily from one area to the next. This perfectly versatile scaffolding combines a chute, a protected frame to facilitate roofing work, stairs, as well as a site elevator. The scaffolding has even electricity and water. A beautiful idea combining safety and practicality.

ON THE CONSTRUCTION SITE OR IN THE OFFICE, WE ARE NOT SITTING STILL!

An ounce of prevention is worth a pound of cure. In May 2015, Rabet Dutilleul Construction, along with the OPP-BTP¹ and EGF-BTP² initiated on the CityZen site in Lille, a study on the working conditions of the form workers. The lessons learned will gradually strengthen the dynamics of prevention especially for MSDS (musculoskeletal disorders). In the same vein of well-being at work, Rabet Dutilleul Construction initiated for its employees in 2016, (first at the headquarters) "active breaks": simple techniques to recharge and reduce tension.



Fabien Catteau,
Director of Safety
Health and Environment
and Quality Systems
for Rabet
Dutilleul Construction

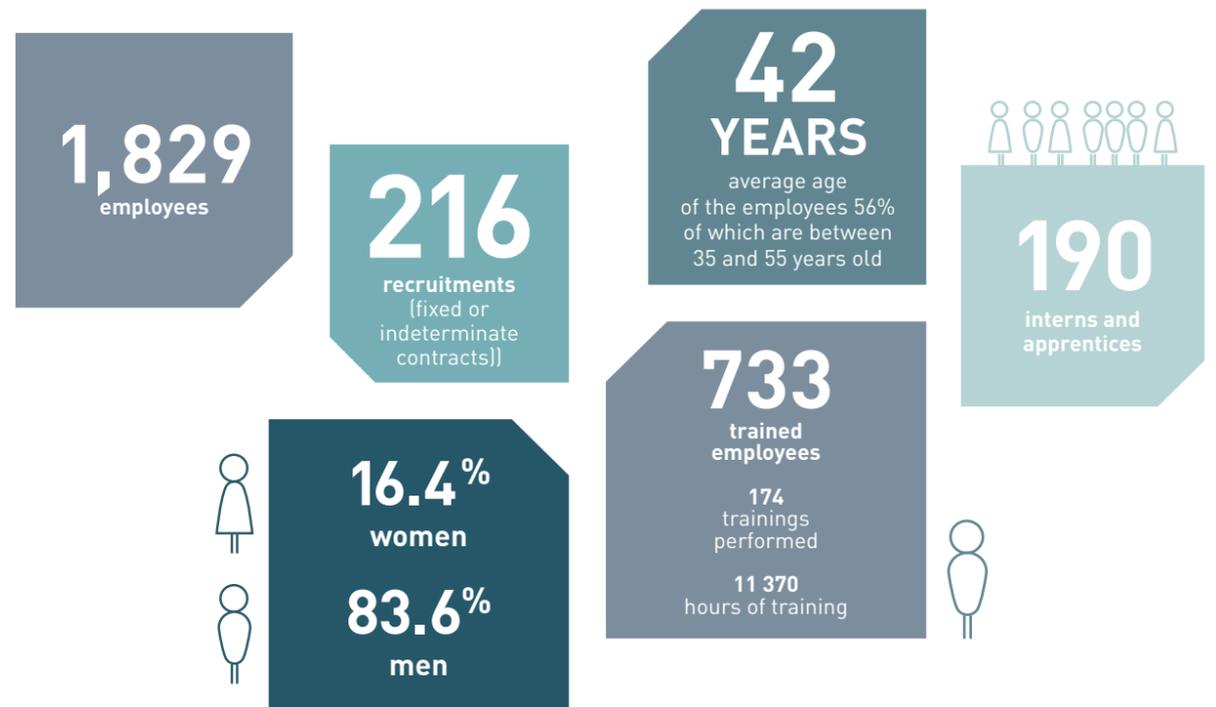
“ the French building federation should implement a repository by sector with files by profession. As a general contractor, we have interest in investing ourselves in this approach, so that the conclusions are consistent with the reality on the ground. ”

¹ OPP-BTP: occupational safety administration for the building and public works sector

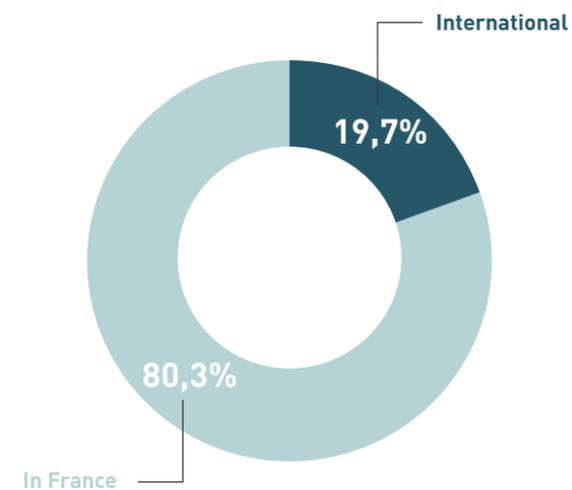
² EGF-BTP: French contractor firms building and public works sector

KEY HR NUMBERS

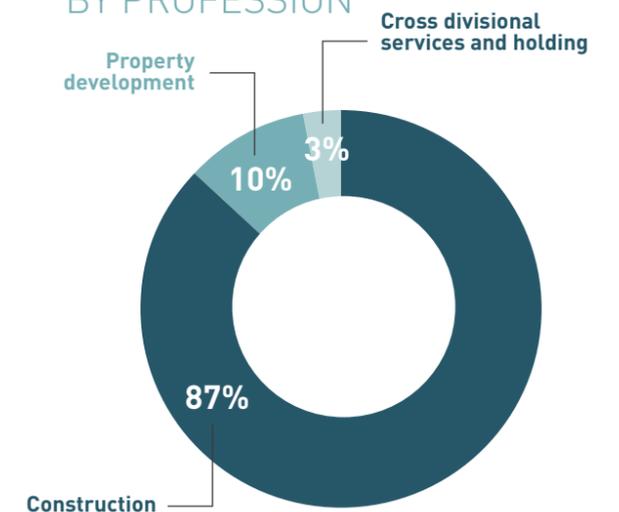
ON 12/31/2015



DISTRIBUTION OF EMPLOYEES FRANCE-INTERNATIONAL



DISTRIBUTION OF EMPLOYEES BY PROFESSION



MEANINGFUL INITIATIVES

Through its sponsorship commitments, Rabot Dutilleul has always been sensitive to cultural programs and the protection of architectural heritage. Solidarity is also among the key values of the group, with employees who engage themselves willingly and enthusiastically.



IN MARSEILLE, 40 ARTISTS AT THE THEIR CANVASES BEFORE WORK!

During the summer of 2015, Agence Méditerranée de Nacarat and the Juxtapoz association organized in Marseille an ephemeral exhibit in the Saint Thomas Aquinas school, slated to be transformed into 50 housing units.

About forty artists filled the 18th century building. The works, hailed by the critics, were exhibited throughout the unusual 4,500 m² location which attracted over 20,000 visitors over a four month period.

www.aux-tableaux.com

SAVE OUR RURAL HERITAGE

In Villeneuve d'Ascq, the Monique Teneur association and the Musée de Plein Air are working to preserve rural heritage. In April 2015, this living museum inaugurated a sheepfold. Located at Rue in the Somme, this building was restored in two and a half months while respecting traditional methods. Two other of the museum's reconstructions have been supported by the Group: the dovecote in Frethun and Hazebrouck farm.



© maximedufourphotographies

SUPPORTING REGIONAL CULTURAL PROGRAMS

Rabot Dutilleul Construction played a major role in the restoration of the Villa Cavrois, masterpiece designed by architect Mallet-Stevens in the early 1930s in Croix (59). After more than 10 years of renovations, the company naturally entered into its circle of partners.

Since its doors opened to the public in 2015, more than 100,000 visitors have come to visit this historical monument. Not far away, the patronage partnership continues with the Piscine-Musée d'Art et d'Industrie Museum. The Group also provides support to the program of the Opéra de Lille and the Arpège Association that work with the Orchestre National de Lille in the dissemination of music.

NACARAT WELCOMES THE RELAIS DONATION CONTAINERS

Nacarat is involved with the Relais, the No. 1 textile recovery in France, which, for more than 30 years, has contributed to the integration of persons who are excluded.

Containers have been installed at several sites in metropolitan Lille. This initiative could be extended to other regions. Clothing that is collected, is distributed to the neediest or sold at a low cost. Unusable textiles are processed into efficient an insulation known as "Le Métisse".

It is in this ongoing partnership with Emmaüs, dubbed "The red thread" that Nacarat actually became close to Relais, a member of Emmaüs, to carry on this initiative.



In April of 2015, 47 employees tied on their sports shoes to participate in the Run for Life Ch'ti Edition for the Laurette Fugain Association: on the schedule, running, walking or blood donation.

SPORTS AND SOLIDARITY

Running, volleyball, badminton, basketball. The group's employees participate willingly in sporting events sporting their corporate colors. In 2015, a solidarity approach was added: for each entry, €5 are donated to an association for disabled.

Result? 13 challenges were proposed, 160 entries, and €800 donated at the end of the year for the Chiens Guides d'Aveugles de Roncq association (association for seeing eye dogs for the blind of Roncq).

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